EIGHTEENTH JOINT CONFERENCE

STRIKES, LOCKOUTS AND MEDIATION

sponsored by

Prince Edward Island Labour-Management Relations Council

and

Labour Canada

November 7, 1984

Confederation Centre
Charlottetown, P.E.I.

PROGRAM

8:00 Welcoming addresses

Invocation, Rev. Doreen Wilson

City of Charlottetown, Maureen Hutchison

P.E.I. Ministry of Labour, Hon. Roddy Pratt

Representati[illegible] of Labour Canada, Gerry Blanchard

Chairman [illegible].M.R.C., Iain Galloway

9:00 Presentation of the conference theme by John B. Kerwin

Film: "The Anatomy of a Strike"

10:00 Coffee

10:15 Conference Part II

12:00 Lunch provided at the Centre

1:00 Conference Part III

2:30 Coffee

2:45 Conference Part IV

3:30 Wrap-up Discussion and Question Period

4:30 Reception

5:00 Dinner - Guest Speaker Federal Minister of Labour, Hon. William McKnight

Invocation: Reverend Doreen Wilson

I bring you greetings from the congregation which I serve, Trinity United Church, and I bring you greetings from all the United Churches on this beautiful Island, because I am the Chairperson of the United Churches on this Island, and I bring you greetings in the name of Our Lord and Saviour Jesus Christ, and I refer you to a well known passage in scripture when people came to Jesus and asked him a political question. If I may, I'd like to address a few comments to that well known passage this morning and then we will pray together.

It was the time when people came and asked Christ whether it was lawful to pay taxes, and Jesus was aware of what was in their minds and he said, "Show me the coin for paying the tax", and they brought him the coin and he asked them, "Whose face and name are these?" "The Emperor's", they answered, and Jesus said "Well then, pay to the Emperor what belongs to the Emperor and to God what belongs to God."

The God who we know, knows all about aching muscles and callused hands and a too-heavy work load, for his son came to earth as a carpenter and we are not to know whether perhaps that son might have speculated about the need for a thirty-five hour work week and perhaps he wondered about taxes, especially the head tax of 25¢ a person which was paid to Rome, no matter what their income bracket. As Christ moved about amongst the crowds and saw and incredible mass of humanity, impoverished, seeking justice, he was hounded, not by the media but by strange coalitions from the municipal political life of his day. We have just heard about an astute party called the Herodians and how they came to Christ and how in Christ's answer he gave the civil power under the protection of conscience, bounds that it had never acknowledged and his word inaugurated a freedom and recognition which was new in the political arena.

Now it's often suggested that Christians should stay out of the political life of our time. I believe that is equivalent to saying, keep out of the world. People of faith and people of deep

humanitarian committment must be involved in the decision making processes of our time. These decisions are concerned with how we live, with how we die, and Christ's words call us to act with integrity within the law, and the events of our time challenging the law when need be and that is being political. In Canada we have elected a new federal government, we brought home our Constitution, we have the power to do many things but none of us has had the power to enable the sun to rise this morning or the rain to fall, the sea fog to roll in. Such power belongs to God.

Whenever we accept corporate and individual responsibility, to be involved for example as you are today, in the whole question of labor-management practices, we are acting as honourable human beings concerned with each other, and we could say that is rendering to Caesar, but I suggest that to our peril we ignore the words which Christ couples with those words. Words which have to do with rendering to God that which should be rendered to Him and what we are about in these moments known as the morning invocation have to do with setting

the rest of today within that Christian context and all of this is utterly essential to our democracy, to our faith, in God and in each other, whether we are struggling, in confrontation, or amazed at our ability to negotiate agreements or to reach consensus. Let us then come to God in prayer.

Eternal Lord God, you have made us a great people, your word is clear for those who would follow it, your promises are assured for the nation that will worship you. Help us to cultivate this morning those attitudes which will bring wisdom and harmony to the affairs of this day. Grant to us appropriate speech that we may say what we mean and mean what we say, and let what we say be worth saying. Teach us economy in speech that neither words may be uttered which offend, that words be uttered that will bring light. Let us not be stampeded into utterances of which we will later be ashamed, prepare our hearts and minds for the business of this day, that we may behave with courtesy and honor and courage. Compel us to be honest and just in our dealings, that our motives be above suspicion and word be our

bond. Eternal Lord God it is early in the day and yet already some of us are tired for we are weary with the strains that life imposes on us, and the pressures under which we live. We remember tensions that are shed, fears and anxieties that brood over us like a fog, and we know that no child of yours should be frightened by these spectres. We pause, Lord, for a moment, we try to forget the sounds that beat upon our eardrums with monotony, for a moment we would forget the chattering of typewritters, the jangling of money on counters, the whining of cash registers, the ringing of telephones, the shuffle of computer printouts, and for a moment we would try to set aside all thought of political strategy and confrontational ethics and arbitration meetings. Just for a moment Lord, clear our minds, and grant within our heart that we may find a quiet place and be released from the demands of this day for a moment, show us how to set this agenda to deal with any hidden agendas and let what we do be done for the good of all and in your name. Accept our prayers of invocation, they have come to you in the name of Christ, who taught us when we pray to say,

Our Father, who art in heaven, hallowed be thy name, thy kingdom come, thy will be done on earth as it is in heaven. Give us day our daily bread and forgive us our treapasses as we forgive those who trespass against us, and lead us not unto temptation but deliver us from evil, for thine is the kingdom, the power and glory, for ever and ever. Amen.

City of Charlottetown: Mrs. Maureen Hutchison

Mr. Moderator, Hon. Minister, distinguished head table, ladies and gentlemen, I don't know how often you've had a greeting from a city father dressed in a skirt. In any event, I come here today both as a representative of His Worship, Mayor Frank Moran, and as the chairman of the Labor Management Committee of City Council. In that context therefore, I first of all officially extend to you greetings from His Worship and the city fathers. From my experience in labor relations, I'm sure the task that you're undertaking today for the world of labor-management relations

in P.E.I. is a most important one. It is my impression that the record of labor relations on Prince Edward Island is basically a good one, and I expect that a considerable amount of credit goes to many of you as individuals and to press conferences such as this. It is evident from what I know of your agenda, that there are a number of important issues which you will be dealing with today. If you are successful, your deliberations will undoubtedly contribute to ongoing labor peace on Prince Edward Island. Therefore, I wish you well in your deliberations today, and trust that at the end of the meeting, you feel some significant progress has been made and that the conference has been worthwhile. Bonne chance. Have a good day.

Minister of Fisheries and Labour for P.E.I.:
Hon. Roddy Pratt

Mr. Moderator, Rev. Wilson, Mrs. Hutchison, and head table guests, I am glad to be here this morning. I have a prepared statement. I'm going

to welcome you here on behalf of the province, those of you from the province and those of you from without. I want to congratulate you for your efforts on behalf of labor-management. I want to tell you that my very capable assistant deputy, and dependable and every other nice word I can say about him, won't be with us this morning on account of a funeral in his immediate family.

After having said those few remarks, I wonder if I couldn't take my prepared text, that was prepared for me, and handed to me after I got off the plane yesterday, and leave labor and it's problems with you people, and let me pass on to you some of the things that I saw within the last few days. I don't know whether that's acceptable or not, on an occasion like this. I happened to take the opportunity to run it by one of my constituents who I admire quite a bit. I asked him about it this morning and his advice was, to stay with a bit of talk on labor and briefly touch on the other subjects.

Since I was beyond the scope of intelligent thinking last night, when I was so tired, I tried to build up on what was in this document, and I couldn't really make any head nor tail of it. I just couldn't think, I was too tired so I went to sleep and I got up this morning a little later than usual, and still didn't have time. However, if we have problems in the labor field in Canada, in Prince Edward Island, and I know we're not without problems, but they're not that great. They're not that great, and they're not that great for two or three reasons. One of the main reasons is that we have people like you who are prepared to sit down and work with them. You have government prepared to listen, it has to listen. That's what our democratic system is about, and with your permission, Mr. Moderator, I'll leave the labor problems to you people.

Now I'll tell you, I was fortunate enough to be invited abord a plane sponsored by the Canadian government, sent to India to bring Canada's condolences to the family of Indira Gandhi. From there we were sent down to Ethiopia, and what

I saw in Ethiopia, what you people must have seen on television, has got to have some effect on us here in Canada, some way or other. Bear in mind you're doing your part, doing more than your part. Canada's contribution is greater than the neighbours to the south, than Britain, than France, than Russia, than the world powers, but it's still not enough. And there are ways of doing more, and I don't know exactly what those ways are, but I'm going to tell you one way, and that's one way for sure, and that's contact your clergy, because they're there and they know what's going on. They're (Ethiopians) not prepared to talk because where we were talking to them the rooms were bugged and they knew it. I put sensitive questions to them, very sensitive that would endanger their lives, and I didn't realize it. They were very capable individuals and they knew how to answer them. The answers wern't satisfying me, and they wouldn't satisfy you people. I was talking to a catholic priest in Dublin, he was gentle but firm with me in his answers. When he got me outside he apologized. He said that room was bugged.

That was all I needed to know. Two ministers, of a certain faith, they preferred I wouldn't mention which faith they belonged to for the simple reason that they might be identified because they are the only two of that faith in that area, were good enough to load me in a four wheel drive and take me around and show me some of the problems. I can give you one incident, before I left Montreal. The plane took off at 8:00. Before it took off we were in the hanger in the Ottawa airport where there were no canteen facilities available, but shortly before the plane opened a little canteen opened and I went in with intentions of buying a chocolate bar to have on the plane with me and all of a sudden I thought, and I bought all the chocolate bars I could possibly carry. I cleaned them out pretty well, and I put them in with my equipment and took them with me. When I got out on one of the tours, on one of the trips I was on I happened to have some of the chocolate bars in my pocket. This was the first thing I did, the first mistake I made, and it's one I would never make again, and you wouldn't either if you

were there, you'd catch on very fast. I took a chocolate bar out of my pocket and I saw a little boy on the side of the street, sitting down, and there's so many people there, there's literally thousands, walking the streets, just literally thousands. You don't stop very often. The car was going quite slow. I took this chocolate bar out of my pocket and I threw it at the boy, he caught it. But about ten, twenty, thirty people landed on top of him, after that 40¢ chocolate bar that we take for granted. I wanted to stop and get out, but at that time I couldn't. The message of course was, I should have handed the boy the chocolate bar then the rest of them wouldn't have taken it from him, it was his property, but when I threw the chocolate bar it was anyone's property. The clergyman very ably told me after that, if we can do anything let us know and we can slow the car down, and you can hand it directly to an individual. What would you say in Canada or in P.E.I. if you saw a field of children, anywhere from ten to tweleve, 300, 400 or 500, would you expect them to be playing or running about

Of course you would. I saw that and there wasn't a move out of any of them. They were just sitting. Silently sitting. There's got to be a mental problem, not only hunger, but a mental problem if those children pull through, and I don't think they will. I don't think it's possible, I don't think the food is going to be there. I don't think we can get it there.

If you saw us eating the banquet, five courses, two different kinds of wine, in Addis Ababa in a beautiful hotel, the Hilton, you'd wonder what was wrong. Don't think that we didn't wonder what was wrong. And don't think we were very pleased about getting a meal like that, but this is what happens in those third world countries. I sat with the ministers of that country. Every one of them American, Canadian, British, French, Russian, educated in universities, highly educated. Ask them a question, they think they're doing what is right. They've taken the land from the farmers, they've given the land to the tenants. The farmers were people that were capable of farming,

the tenants don't know how to farm. There's no sense in giving an individual a farm if he has no seed, no knowledge, no technique. Twenty-five miles outside of Addis Ababa there's no roads. When we were flying over we flew low and I could see small villages, five or six houses. No hydro, no road. A path where they walk. You wonder why they wouldn't have a road? Because there's very deep gullys in places, very deep, so they have a little path down one side of that gully , and a little path up the other. They carry what they need, they exist on their own, on what they raise in that village. And they live that way.

I didn't see anything as bad as you people saw on television. I saw plenty. Enough to really sicken me, but what you people are seeing on television is correct. I met Mr. Stewart, I travelled with him. In fact Mr. Stewart did me a very good favor. The two clergymen that were good enough to take the time off of their very busy schedule to show me as bad as they could show me Addis Ababa, wanted to see if that film represented

truly what they knew was taking place, and they wanted that film run. They didn't have time to wait till the showing of it. Upstairs in the hotel room I got a hold of Mr. Stewart, who was very tired, played out. I shook him, explained what I wanted, and he got up and said certainly, and he had it run in front of the clergymen for me which I thanked him very kindly for because he was very tired and really didn't have time to do that sort of thing.

Now ladies and gentlemen, I maybe have gone too far. I probably haven't treated your occasion, your labor managment relations meeting as it should be treated, and maybe you've done me a favour, because I need to talk to somebody on this, and this is the first opportunity I've had since I got off the plane, clear of the press. There's much more, there's a great deal more. India has their problems too, but they're so small compared to what I've seen. Literally thousands of people are going to starve, and there's no way that we can help enough. I could explain why but it would

take me too long. But for heaven's sake, Canadian people musn't give up, they must give more, much more help to those countries. There's just two or three more years of famine before the country will be back to production again. There's reasons why. That's another thing that would take too long to get into. I wish you well in your deliberations, you've got a good country. Work the system. Whatever the system you think of, our government in Canada, England and the free world. It might be a bad system, but it's got to be the best system, and much better than anything I visited in the four countries I saw since leaving here Thursday afternoon. Thank you very much.

Mr. Galloway:

Thank you very much Mr. Pratt. It is indeed an unusual speech in this context, but I think speaking on behalf of everybody, and the appause showed us that, it was thoroughly appreciated to hear first hand about this type of problem. While it's nothing immediately to do with labor-management, in a sense it's all our problem. It belongs to the whole world this problem, and it's a very

humbling thought to think of that situation and yet we spend a lot of our time squabbling about another dollar an hour or something like that. In retrospect our squabbles pale into insignificance behind this type of issue which exists elsewhere in the world. The idea of going out on strike for example, which is what we're coming to today, for a few dollars and cents an hour, that's our way of life, but when you see a totally different way of life and how much people are suffering you sort of wonder, well, why are we making such a fuss? We're all well-fed here and another dollar probally goes into a colour television set or something like that. I think we really appreciate hearing from you on this message, on this urgent message and this immediate problem. Thank you very much.

Lastly in our guest speakers, and a very important speaker, is a representative from Labour Canada who has always been a very strong supporter of our conference. On behalf of Labour Canada, I'd like to call on the regional director of Labour Canada in the Atlantic Region, Mr. Gerry Blanchard.

Bonjour, good morning everyone. My message would certainly pale in significance to what you've just heard so I will limit myself to just a few brief remarks. I will in other words practice what was mentioned earlier this morning, the economy of words and just limit them to a few brief personal remarks.

I want to welcome you and wish everyone here a very successful 18th joint conference. We in Labour Canada are always very pleased, and are once again pleased, to be able to participate and contribute in this small way to this very worthwhile activity. In the guidelines of your council you state that your mandate is to promote labor management cooperation in all its aspects. I like to think that a large part of our mandate has the same intent. Such programs as our quality of work life, labor education, labor information and many of our day to day activities are all meant to support and assist labor and management in improving relationships in the work place. In these times of economic uncertainty it is important that we all strive to improve that very

essential element, that means the human relations aspect of our environment, and that by the same token we all promote labor-management cooperation. Mr. Galloway and all the council members are to be commended for their continuing efforts in this regard. Our minister, the Hon. Bill McKnight, who will be joining us for dinner later this afternoon, will elaborate further on Labour Canada's use in this aspect. I met with the minister last week and he mentioned to me that he was very pleased to come to this event being one of the first major events that he will attend as new minister, and especially considering the forum of this group.

I will close my remarks by adding that I am very personally pleased, as I always am to come to the Island and assist at this type of event and I want to assure you of my personal support and the support of Bernie Leblanc, and people like Bernie Leblanc who can't make it out to our offices here in this region. We will continue in every way we can as supporting actively and participating in activities such as yours because we believe in the intent of your group and that is to promote good labor relations and better cooperation between the two parties, so good luck and have a good conference. Thank you.

Mr. Galloway:

Our conference speaker is not a stranger to most of you. We have had him before. We decided, actually to have him for two reasons, I guess fundamentally. One was he comes from way up there in the hinter land of Toronto, kind of an uncivilized part of the world where they do a lot of striking so we figured well, he's in a good position to observe this phenomenon first hand and the second reason of course we wanted him is that he did such a good job three years ago when we had him at our conference talking about better bargaining. When we heard about this other theme that he had developed, he and his colleagues (of course) in the Center for Industrial Relations, we had to have him back again. Ladies and gentlemen would you welcome Dr. John Kervin from the Centre for Industrial Relations in Toronto.

John Kervin:

Thank you Iain. Indeed my thanks to the Prince Edward Island people and all of you. I'm delighted to be back and looking forward to an interesting and active day with all of you.

As you can see from the title of the conference the original theme was strikes, walkouts and mediation and in fact fits in nicely with some work we've been doing lately at the centre, an example of which you'll get to see shortly. I decided however that it made some sense to broaden that theme slightly, to the phrase you see on the cover of the handout that you have, namely "Conflict and Communication", because indeed bargaining, strikes and most of the every day, day to day labor relations we deal with involve both conflict and communication. Along with that come such things as hostility, mistrust, and at times it can be fairly nerve racking, a fairly unpleasant sort of activity, so much so that some people wonder what sort of people is it that go into labor relations.

This reminds me of a story, about a bright sunny day one day when a priest and a labor negotiator approached the pearly gates. As they got close to the pearly gates, the doors were thrown open, Saint Peter looked out and shouted, "Here he comes, here he comes," and immediately trumpets started

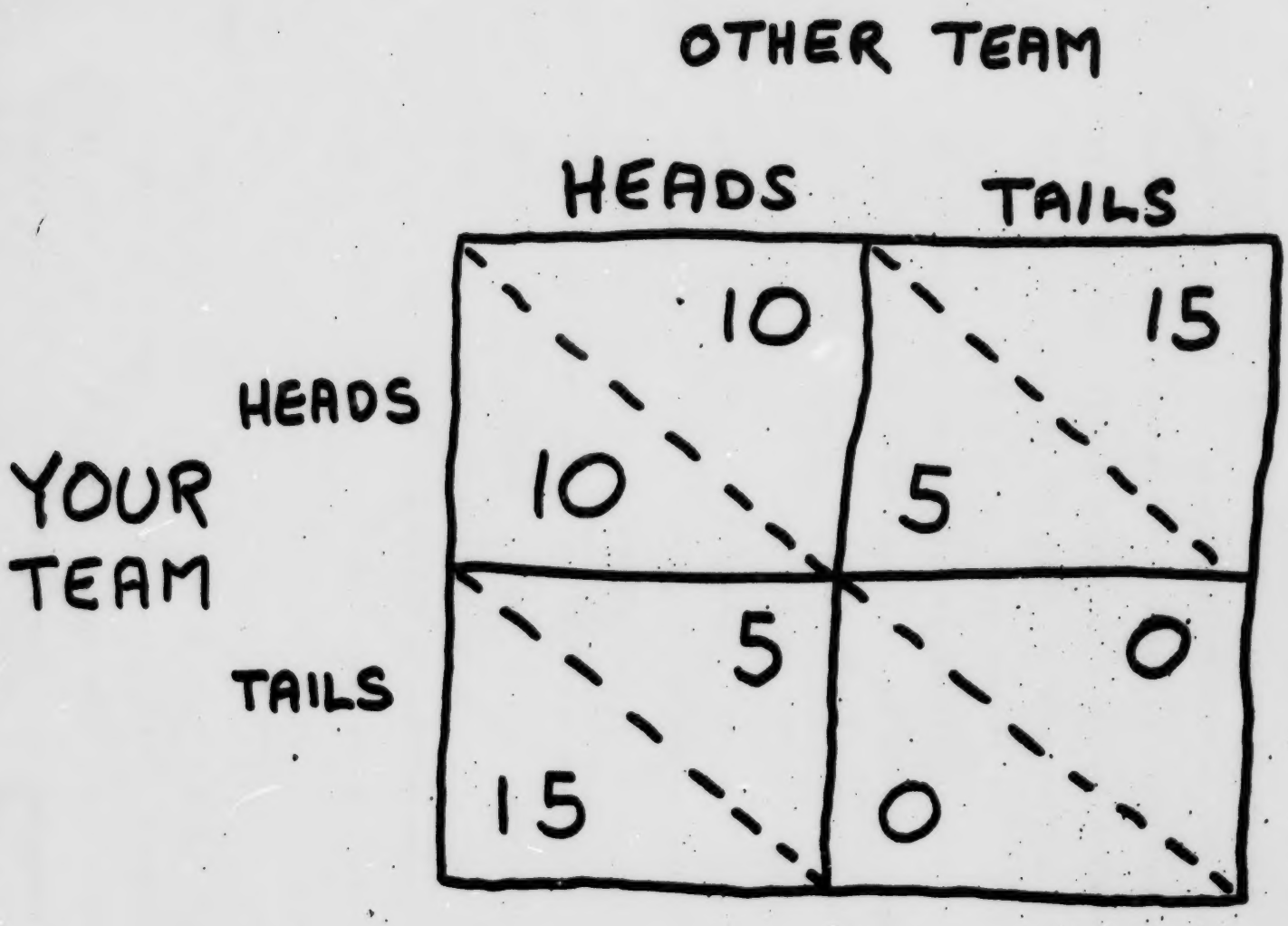
playing, flutes started playing, a choir of the heavenly hosts started singing, angels and archangels appeared from nowhere and started waving their pom-poms and throwing halos into the air and a great parade began, they rushed out, they picked up the labor negotiator and put him on their shoulders and bore him away in a triumphant, exciting procession and in all the excitement, the priest was trampled and fell to the ground. After the parade had sort of died away in the distance, he picked himself up, dusted himself off and knocked again at the pearly gates. Saint Peter threw them open again, and the priest said, "Saint Peter, tell me, all my life I have served God, I have spread the Word, I have worked for the salvation of mankind, why is it that you gave such a warm welcome to that labor negotiator?" Saint Peter looked at him apologetically and he said, "Well you see it's like this. We get lots of priests up here, but this is the first time we have ever had a labor negotiator."

This says something about how labor negotiatiors and people in labor relations perhaps are reacted to. Anyway, that's then going to be the topic of what we're doing today. Let me start with a show of hands. Since we're dealing with strikes let me now ask you, how many of you have never, have never, been involved in a strike personally? A fair number of people, alright. How many of you have never been faced with a picket line or involved in a strike? Never been faced with a picket line or involved in a strike? Considerably fewer. How many have never been involved in a strike, never faced a picket line, and never been inconvenienced by a strike? These people don't use the post office. Alright, those people can go. We don't have anything to say to you today, enjoy, have coffee. The rest of us are going to roll up our sleeves, get down to work and start taking a look at what it is about conflict in communication. What are my objectives for today? Basically, I want to do two things. I want to give you some things to take away to think about, and I want to give you some things to take away and try. In other words, some things to think about, to reflect on with respect to the work that you do in a field of labor relations day

to day, and some things to try the next time you find yourself in a situation that perhaps is a little bit sticky. We're going to be serious because it's serious business. At the same time we're going to have some fun. Now,
I'll start of by telling you about my favourite source of wisdom for labor relations which is a Toronto cab driver. Great friend of mine, a Toronto cab driver. Every time I've got a problem I talk to him. I get into his cab, fight my way through the cigar smoke, and ask him what can you do to try to be more cooperative, to try to build cooperation? And he said, "Well, I think it's important that you don't talk very much. You know, you talk and you'll just get angry. You'll get upset, so keep the talk down to a minimum." "What else can you do?" I said. "Well, tell 'em what'll happen if they don't cooperate. Be blunt. Put your cards on the table." Well, that sounded a little strange to me, and I said, "What else can you do?" He said, "Well one thing you want to do is keep your leadership insecure, watch over their shoulders, let them know that you really expect good things to come, and surely

that's got to help." Well, as usual with my friend the Toronto cab driver, these are all wrong, and we can count on him to give us bad advice, because research shows that every single one of those things just does not work and in fact the opposite is true. If you want to get more cooperation in terms of labor relations, you want to do the opposite. We'll certainly be looking at conflict today. We have conflict in a film that we'll be starting in a little while. We'll be looking at cooperation, and we'll be looking at communication in terms of little chalk talks that I'm going to be giving every time we break from the film I call them chalk talks because normally I make notes on a chalk board. Today however we'll be using an overhead projector. We'll also have a couple of warm up exercises to do. As a matter of fact we're going to start one of those right now.

O.K. if you turn in your book to the page that's entitled "Instructions to the Head/Tails Game" let's start with this. What I'm going to do is divide you into teams and I'm going to have these teams compete with one another for points and


OTHER TEAM
HEADS
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HEADS
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I can tell you that we have valuable prizes for the teams that win. Now the purpose of this game is for your team to make choices that gain you the most points. Teams with the most points will win prizes. The first thing I will do once you're into teams is ask you to chose a team captain, and this person is responsible for carrying your choices to the other side. Each team should also choose an observer who won't take part but who will take notes and be prepared to report to us when the exercise is over. Here are the rules. The game has eight rounds. In each round, one team first makes a choice, heads or tails, and tells the other team. The other team then makes its choice and informs the first team. Now the points that your team gets depend upon both teams choices as shown in that diagram. Now as you can see, if your team chooses tails, and the other team chooses heads, your team would get 15 points and the other team would get 5 points and you would be that much closer to these important and valuable prizes. For the second round, the team that chose last in the first round is now going to choose first and so on and so forth so the

game will continue with teams alternating until eight rounds have been played. Now, to save time I'm going to give you some ballots so that once you're past the very first choice what you should do as a team is decide on both your second choice in the current round and your first choice in the next round. You'll indicate this on a ballot and you'll pass it on to the other team so they'll get both at the same time. To start, if your team has first choice you'll caucus to decide on your choice and if your team turns out to have second choice you'll caucus to decide what you'll do if they choose heads and what you'll do if they choose tails. During this initial caucus, I'll hand out some forms for sending your choices to the other teams. As the the game progresses I want you to keep track of your team's score using the chart. You can designate one person or you can all keep track, and you should take about two to four minutes to caucus in between choices. The important thing now is to divide you into teams. What we're going to do is have tables play against tables--pairs. So I'm going to have this table here play against that table, and so on and so forth.

I'll run through the instructions again. This is a case where the two teams are going to make sequential choices, one after the other. All you have to do is decide on each round whether to choose heads or tails, and then the other team is going to make its second choice with that round, also either heads or tails. So at the end of the round you'll be able to figure out how many points you're going to get and how many points they get. So let's say in round one your team chooses heads and the other team comes back and tells you that they know that you've chosen heads so they're going to choose tails. This means that you would get 5 points and the other team is going to get 15 points. You will probably in that case want to get even with them on the next round. How do both teams get zero? If one team chooses tails and the other team decides to choose tails, both teams on that round would get no points.

....so now your scores. For the W's we have three 80's, for the T's we have four 80's, and for the M's we have also four 80's. What do these letters mean? They had to do with the additional instructions that you got on your envelope. Basically

these instructions governed how the teams were to communicate with one another. This may or may not have actually worked out this way in the confusion of the early morning, but W's meant that all you could do was write notes, that was the limit of the conversation you could have with the other side. For the T's, they could talk with the other side, for the M's however, not only could they talk, but the two captains were required to meet halfway through and see if they could work things out. Now it's clear from the 80's that some groups managed to hit on a fairly winning strategy, others obviously, as we can tell from some of these low scores, got caught in the suspicion and distrust that happens in this particular game, particularly if you start out with one team having a different choice than the other. You may or may not be successful in overcoming that. Obviously this whole game is about communication. It's about conflict. What helps to get a good score? It certainly helps if you know someone on the other team, that you can talk to. What else seemed to help those who got 80's? Let me hear some comments from observers.

Finding some common objective. Yeah. What made the captains willing to negotiate? Let's hear from the captains. That's it exactly. What she said was we have to make a decision whether to shaft or trust. I like it. That's it exactly, because if you continue in this game you get caught up in that cycle of mistrust which leads to scores like 20 and I see a number of people went through a number or rounds in which nobody got any score. Given a tail what can you do but respond with another tail.

What I'm going to do here is award some prizes, but we only have prizes for the best team in each category to keep things fair. Now for the W's we've got three teams with 80. Could I see the captains of those three teams, please stand up. What I'm going to do is flip three coins, and depending on the number of heads I get...tell you what, you guys go to Jim afterwards and work out which team gets the tickets. The prizes are for beer tickets for the reception tonight, so count how many beer tickets for your team, and go to Jim. Would the four captains of the T teams please stand. First of all we have a semi-final,

you're heads, you're tails...here's the winner. Now the four M team captains, heads or tails...you win. Now the teams that got 20 deserve some sympathy. They tried to cooperate. Could I have the three teams that got 20 stand up. I have another bargaining exercise for you gentlemen. These are chocolate bars, but your job is to divide them up among your team members.

That takes care of our warm up exercise, the purpose of which was to get the blood flowing and get us into today's activities. Without further ado, what I want to do now is start the film. This is part one of the strike film and while I'm getting the tape set up, why don't you have a look at the background material. As you read that material, ask yourself where you would predict the final settlement to be, even before you've seen any of the film. The film actually starts with the union about to take a strike vote and the plans are that following the strike vote there's going to be a last ditch attempt to negotiate a settlement between labor and management.

In the subsequent segments of this presentation, this film, you want to have a look at aspects of bargaining costs as they bear on both sides of the dispute. A second observation is that a strike is seldom a surprise to either side. Skilled negotiators can certainly see one coming, very often from the early positions that the parties take in negotiations and from the arguments the other side is making. Any questions, or points of discussion, or comments you'd like to make based on what we've seen so far? One point to ponder is that the vote was 94%. Would it have made a difference if that vote had been 84%? How much of a difference would it have made if it had been a 64% vote to reject the management's final offer? A big difference for sure, related again to that notion of the union's bargaining power. Try to mobilize a union to strike, or union members to strike, can sometimes be very simple. It's obviously easier when you've got a small bargaining unit, because what does it bear on? It's bears on communication. You've got to be able to talk to the members of the bargaining unit and not only that but you've got to provide them with what psychologists call a psychology or a language or a justification.

In other words you give them the phrases that explain why in this case the strike is important, and in some cases that's very easy to do. In some public sector circumstances that's very difficult to do, but it all bears, or very much bears, on the kind of communication links that you find that the union leadership has with it's membership, how readily they talk, how readily they communicate. That's an interesting aspect, of what precedes a strike. Let me go now to my first little chalk talk here which has to do with bargaining orientations. Now, one of the interesting things about negotiating, and one of the interesting things about notions of conflict and cooperation, is that you just never find negotiators who use those kinds of words. In other words I have yet to find a situation where the negotiator says to his team, "Alright team, let's get out there and cooperate." It's not in the language. It doesn't adequately describe what happens. What we have found in our research however is that instead of looking at conflict or cooperation we can distinguish three different bargaining orientations. This research comes from a couple of intensive

BARGAINING ORIENTATIONS

MAXIMIZING

FAIR SETTLEMENT

FIGHT FOR A PRINCIPLE

case studies, plus a nation wide survey of bargaining situations. Three bargaining orientations tend to represent how the parties approach bargaining. What I want to do now is describe them. The first of these is maximizing, the second is a fair settlement orientation and the third is a fight for a principle. Let me talk very briefly about what these three are.

Maximizing means basically maximizing your net gain, your profits vs. your losses in negotiations. For management, for example, a maximizing orientation means that if management approaches negotiations attempting to get a wage settlement, I'll talk about wages because that's the easiest issue to deal with, a wage settlement that is as low as possible without hindering for example their ability to attract good employees, without hindering themselves by causing present good employees to leave and get jobs elsewhere. When you lose employees of course that means you're incurring some training costs, very often underestimated by management. I've heard figures that say the terms of productivity and training is often around $5,000 every time you have to replace

an employee. You've also got as I said, some productivity losses associated with losing employees so you don't want a wage so low that you're going to lose employees or not be able to attract good ones. If you're maximizing from a management point of view, that's what you want. In other words, the lowest labor cost consistent with other sorts of expenses that you've got. From a union point of view what does it mean to maximize? Maximizing from the union point of view means to get as high a settlement as possible, without first of all, obviously, threatening the survival of the company, because if they go out of business that means more trouble for the employees. You certainly don't want to threaten a lay-off as management then switches to new technology in an attempt to reduce labor costs. When you try to jumble that as well in the trade of between the high settlements. There's another aspect of maximizing that unions have to take into account particularly when they themselves are in a competitive situation, when they're competing for members with another union, and that is this, you've got to make sure that you don't get a settlement that is so high, that it's going to cause

resentment in other bargaining units of your union where they don't have the ability, the power to get that settlement, because if you get a settlement that is very high, what you're doing is raising the expectations for other units that you're going to come in and do the same thing for them. When you can't deliver that leads to dissatisfied union members. So that's another constraint then for unions pushing for as high a settlement as possible. So each side then in a maximizing orientation approaches negotiating saying let's maximize our net gain, costs vs. losses. The emphasis on this kind of negotiating when you go to the table this way is on bargaining power. You use your bargaining power to gain concessions, you threaten actions that are going to involve costs to the other side and usually that means you either threaten to strike or on the managements side, you threaten to take a strike, which of course is an equally potent threat, the kind of threat that says O.K. if you guys want to strike go ahead, it's not going to hurt us nearly as much as it's going to hurt you. That's a maximizing orientation

to bargaining. That's the kind of orientation that economists by and large write about, and that's pretty well much of the research on negotiations and strikes is limited to that sort of orientation. What we found out of course, as you might expect is that there are many situations in which the parties don't approach the negotiations that way, they have different orientations to bargain. A very common one we found we called the fair settlement orientation, and that's best described when the parties approach the table saying, we don't want the best deal, what we want is a fair deal. This is usually defined in terms of what's going on somewhere else, what's happening elsewhere. It may be with reference to some traditional pattern--that is what we see as fair. It may be that there's been a key settlement in the industry, or in the area--that is what we see as fair. It may as has been recently government guidelined, even though they apply only to the public sector, many firms in the private sector and many unions in the private sector, pick those particular numbers as representing in this day and age, in these times and in these conditions --that represents a fair settlement. People who

approach bargaining this way also take into account inflation, productivity, perhaps some peculiar things that are happening for the particular employee that they're dealing with. Now, although we don't hear very much about these kinds of negotiations, I have a hunch that they are probably very frequent and may even be the most frequent kind of negotiation, particularly in medium and smaller size bargaining units. Now, how are they different than maximizing? Well for one thing there's a lot more emphasis on information. What is happening elsewhere? What is going on in the economy? In our industry? With our competition, that will effect what a fair settlement will be. Counterbalancing that emphasis on information there tends to be a lot less emphasis on bargaining power. In other words, they don't talk strike or taking strikes nearly so much. Note that maximizing negotiators also use information but they use it in a very different way. Here they're using it and they keep using it throughout negotiation to try and settle on what would be fair for us, today. But negotiators in a maximizing orientation have a different sort of process, and their information tends to destroy the credability of the other side's argument. So it's

not used so much in a positive way as a weapon in a negative way, so you compile all kinds of information to show that the other side is just plain wrong. That implies also that if you're in a maximizing orientation this information tends to get used early in the negotiation as a sort of opening round or opening face, and then it isn't used so much. So there's a big difference then in how and when information is used in these two sorts of bargaining orientations. Notice that this one involves a risk, something like the risk you experienced in the little exercise we just did. There's a risk involved because if you're giving up maximizing, then you're saying look, we're not here for as much as we can possibly get, or we're not here to give you as little as we can get away with, it means that you're opening yourself up to some exploitation. There has to be a certain amount of trust between the parties that they're not going to jump in once you give some indication that you're approaching negotiations with this sort of orientation, that they're not going to jump in and say, heh let's take them. They look like they want to be nice guys, let's

take advantage of them. So there is always then that risk of exploitation which makes this a little bit more difficult as an approach to bargaining. That brings us to the third one. A fight for a principle is a different kind of bargaining animal entirely. Fight for a principle, refers to the type of negotiations where the dispute is over rights or a right. There is something very large and important that the parties are concerned about or one party is concerned about. In other words, they're not after the best deal, they're not after the fair deal, in this case it's often something like, "No deal, unless..." In this sort of orientation the issues tend to be accompanied very much by emotions, by intangables, such as saving face, not appearing weak, maybe wages, maybe non-wage issues are the underlying principles that they're bargaining about. This kind of orientation to bargaining often happens when there's been some kind of significant change in the bargaining process, or some change from practice, because change leads to uncertainty, to anxiety and to the kinds of fears that can lead people to want to fight for a principle,

fight for what they think is right, fight against what they think is some unfair treatment on the other side. In its extremes this sort of approach to bargaining turns into an attempt not to gain the most for yourself but rather to cause the most damage you possibly can to the other side. On the management's side it means busting the union, on the union's side it means getting even with the company, forcing for example a change in management things of that sort. There's not much use of information in this third kind of orientation except to justify positions to outsiders, the public, the media, also there is often not much use of threats because they don't rely on threats they rely on action, and in fact they do rely very heavily on action which brings significant costs to the other side, significant damage to the other side. So we found then that these represent three totally different approaches to bargaining, and what's interesting is to ask yourselves, which were you in the last set of negotiations you had? What was the other side? Perhaps it was some sort of combination, because

you're dealing of course with more than one person. What did they represent? What was the balance in terms of their approach to bargaining and in terms of your approach to bargaining? What was it in the recent U.A.W. dispute? What was it in the most recent strike you heard about here on Prince Edward Island? O.K., three approaches to bargaining then, something to think about in terms of what you do with respect to your negotiations. One final way to compare these three is to think of how they use the word "fair". In maximizing the word fair is usually used to describe your own position. "We're giving you a fair deal, what's the matter with you?" In the fair settlement the word fair is used to describe a joint target, a settlement that both sides will find acceptable. "Let's look for a fair settlement." By that they mean fair to both. In a principles orientation or fight for a principle the term you find used most often is not fair, but unfair, the other side is unfair. Let's get back to the film now and part two.

Sometimes I forget just how complicated strikes can be. Any questions? Any comments? How does it compare with some of your own experiences, those of you who have actually been in strikes? When we make these films of course we try, because it's easier to use them for teaching, to make one guy really the heavy, and one of them sort of more knowledgeable, so that you get the chance to talk with the other one, and you can see that they're well on the way to doing everything wrong, or at least a lot of things wrong. (...audience member makes comments). The comment was that he felt that neither party was doing an assessment of where it stood, where the other side stood, and where they wanted to go and how the strike fit in as a tool for actually helping you move in a practical way from point A to point B. Instead you've got a couple of people with no experience with strikes who are getting caught up, who are seeing it very much as an emotional issue, an attack on them personally (...more audience comments) ...That's a good point. The timing of strikes bears on that point I was talking about if you have a maximizing orientation, what you're trying to do is do something that imposes a cost on the

other side, and costs may vary with the season. In construction, you've got the deadline of winter coming in, and a certain amount of restriction on the work that can be done, so if you strike in the spring or even the summer there's a lot more time to make it up than if you strike in the fall when that deadline is fast approaching. I know one interesting example from Toronto. Some bottlers, I think it was Pepsi-Cola, were talking to the union, and they always try to have their contracts expire just before Christmas time. As it turns out, it's not summer that's the major sales period for this particular group, but Christmas, with all the parties and what not and so forth. So they were very careful to make sure their contract expired at a time when a strike would create the most damage. In another industry that I've had a look at, the newspaper industry, at least in Toronto, you find that the various unions, particularly the Toronto Star, have never managed to coordinate their contract expiry dates, in part because there's sort of a competition. The Southern Ontario Newspaper Guild which is largely editorial people and white collar workers, chooses contract times purposely so that they don't have them come up at the same time as the

pressmen, or people in composing rooms and things like that. So you get odd contract links like 27 months, 19 months, strange things like this. Now, this bears on another question of timing because if you've got a lot of different unions with the same employer with contracts expiring at the same time then you don't need a picket line clause to go out on a sympathy strike because you could also be in the situation with no contract, so you don't need that clause in your contract that says, "We have the right not to cross picket lines set up by other unions." So that certainly adds to the power in a sense that timing of union locals to have their contracts expire together, in other words at the same time. It's sort of a timing arrangment. So timing comes into it not just seasonally but in the sense of what else is going on with other unions, which brings me to another point. What's the importance of picketing? The law says picketing is for information. It's to tell other employees, it's to tell management, it's to tell the public why you're on strike, what your reasons are, what your justifications are. Why else do we have people picketing? Why

don't all the employees just go home? Take the time off? (audience comment) Demoralization is an important one. Who gets to moralize? Management. Right. So in a sense it adds some moral pressure or ...audience comments.... Yep, good point. In other words it's to maintain not just some moral but also, it goes a little further than that, and maintains some cohesion. You feel that you're in this together. An important point then to picketing, just a footnote to this, strikes seem to be easier to handle when employees are an isolated group, so if you have company towns for example where that union is the only union, and when a guy goes on strike and goes back home he's not going to a house where he's the only guy on the street who's on strike and every morning everyone else gets up and goes to work and he's left at home. In a company town everybody, almost everybody, is out and there isn't that demoralizing feeling of, "Heh, you know I'm at home at loose ends with nothing to do." Striking has to be more difficult when you have a union or a group of employees that are well integrated into the

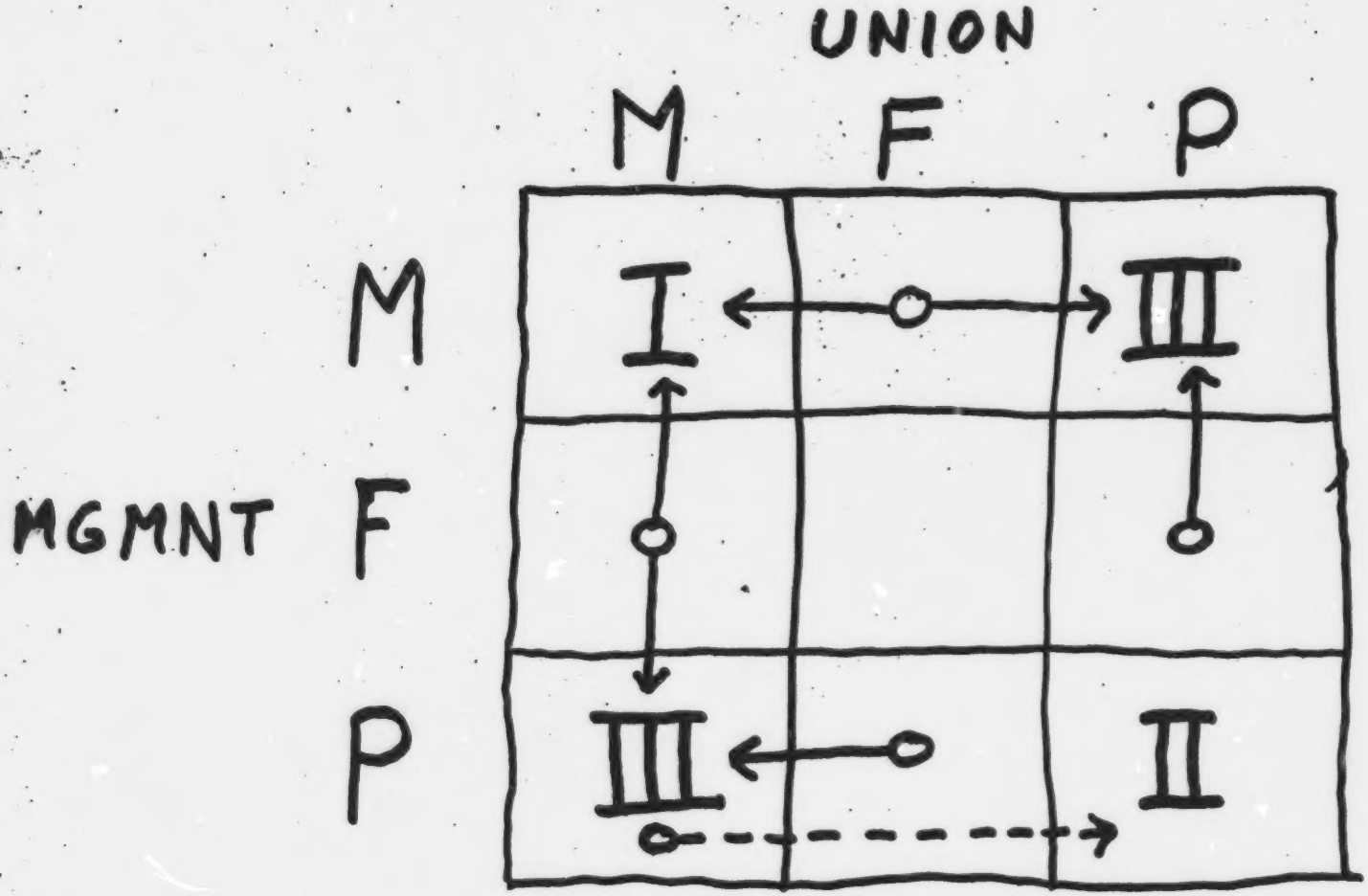
community, because then everybody's saying, "Hey, you're not at work. What's the matter? Oh yeah, you guys are the guys on strike." We've heard that before. The kind of community in which the strike is taking place is an important factor in that demoralizing, so it has something to do with cohesion, with keeping up moral. What else does picketing do? Why else picket? It makes it more difficult for those who don't support the strike to actually go in and do things that would in a sense reduce the bargaining power of the union. Any other reason? Obviously, it hampers management if you can make it a little bit more difficult for them to get in and out, make it a little bit more difficult for trucks, shipments to get in and out, make it a little bit more difficult for them to operate, that adds to your unions bargaining power. Another reason for picketing is that it acts as a communication link for employees, because they are no longer going into work every day and talking over coffee bread with the guys to find out what's happening. Their contact with the situation is largely when they get in to the picket trailer and talk about what's happening, what's going on with negotiations,

is the mediator in, things like that. Also of course they very often use letters that the union sent out, but that's not as effective of an informal method of communicaiton. It's having people come to picket. In other words the obligation to come and picket helps maintain those particular ties. Finally, it can also be important socially, for maintaining moral. I've looked at some teachers' strikes and I've had teachers tell me that they really didn't know the other teachers in their school until they went on strike. Then suddenly they found they were spending more time with their fellow teachers than they were with other family friends that they had, and they formed in some cases some very close ties, some very close friendships, that in fact persisted long after the strike. There are all kinds of things that picketing does as an activity. Any other comments about the film? ...audience comments...Certainly you want to bring in a cool head who hasn't been involved. It's better if you can do this on both sides, to sit back and do that kind of assessment of the situation that the gentleman here was talking about, "Hey, do we really want this? What are

the costs? What are the benefits we're going to get out of it?" Another funny thing, we shot this on the U. of T. campus which has got all kinds of buildings around downtown Toronto, so it was a good place to shoot it. What happened was the administration of the university, which is probably large--there's about 40,000 students, somebody suddenly told them that there were picket signs on campus and they panicked. They sent over a vice-president to find out what was going on, what was happening, because of course they hadn't heard about any particular contracts that were being negotiated, or disputes or things of this sort. We panicked the administration of the university during the course of filming this but were able to set them straight.

Let me finish off just before lunch by talking about various types of strikes. I think it's important to point out that not all strikes are the same and what you do in any particular strike situation depends very much on what kind of strike it is. One of the problems that my friend, the

TYPES OF STRIKES



economist, has is that since they only tend to have one approach to bargaining orientations, they tend to say there's only one kind of strike and consequently they tend to fit all their analysis into that particular framework. I talked about some research we had done, including one very long strike at Stelco, and another strike in a situation where there had been many strikes on the west coast, of longshoremen. Two strikes that we looked at in some depth. We found that there are really very different types of strikes so we tried to figure out how these different types of strikes emerged, where they come from, and what I'm going to talk to you about now is bargaining orientation and strikes, and the kind of strikes you get with different bargaining orientations. Alright. First of all we have the union at the top with the three orientations, maximizing, fair settlement, and fighting for a principle. Here's management maximizing fair settlement and fighting for a principle. Each of them has three so you get nine possible combinations of orientations when you put the two parties together. What happens when you get a strike?

Well, type one strike is when both sides have a maximizing orientation. I'll talk about these types in just a moment. Type two strike is when both parties are fighting for principle, union and management. What about when both parties have a fair settlement orientation? Strikes there tend to be fairly rare or something else happens so that the orientations change. Basically we leave that middle diagonal cell blank, in other words we just don't find any types of strikes to talk about there. Now what about when the parties have different orientations, they're not both the same? Well some interesting things seem to happen. First of all if one party has a maximizing orientation and the other party is after a fair settlement, which would be this cell or this cell, what we find is some instability. The party that comes in with the fair settlement orientation tends to change its orientation, it tends to change in this case either to a maximizing orientation or to a principles orientation. In other words, you approach negotiations and say, "We want a fair settlement," and you get there and you find that the other guys are maximizing and they're going to take you for every

cent they can. What's your reaction? In some cases your reaction would be, "Alright if that's the way they want to play it, we'll maximize, then we'll try to cut our losses and we'll play a different kind of negotiation." But in some cases we find parties go to a principle, they say, "How dare they do this!! We came there trusting, open, ready to talk fair settlement. They're taking advantage of us. By God, we're going to get even with these guys." Now when you start to talk like that you've got a fight for a principle, in the sense it's a principle of fair play, exploitation or trust. So that gives you in that case a type three strike where one side is maximizing and the other side has a principles orientation. Another possibility is that one side comes with a principle orientation and the other side a fair settlement orientation. It doesn't seem to happen very often because the parties are usually much more aware of what's going on before they get to negotiations, but in some cases it seems to be that some parties have said, "O.K. let's talk a fair settlement. Here's what we think are some of the things we should include in our discussions," and the other party says, "No. This is a matter of principle

by God. We don't want new technology," or whatever the case may be. In that case you also get some instability. The people with the fair settlement orientation tend to move through a maximizing orientation. Fair settlement to maximizing which gives you also a type three strike. Finally, what happens in a situation where you get a maximizing vs. a principles orientation? That's your classic type three strike, but in some cases a union, when it approaches with a maximizing orientation and finds that management has a principles orientation, unions will migrate from a maximizing orientation to match the principles orientation of management. Now why do unions do that rather than management? It's an interesting question. I'll get to that one in just a second.

Let me talk now about these three major types of strikes that emerge from this comparison of bargaining orientation and how they're different. First of all, type one strikes tend to be short. Both sides are calculating costs, they're calculating gains as the gentlemen here said, they're looking at it from the point of view where there

is point A, point B, the strike is a tool, will it help us get there. We'll use it as long as it helps, and when it no longer helps, we'll stop, we'll end it, we'll cut it off. So they tend to be short, they tend to be clean strikes without an awful lot of emotions and tangible issues involved. They tend in other words to be the ideal type of strike that economists write about, with each side making economic calculations of it's profits and gains. How long should we be on strike before we are likely to make a wage gain that will pay off, or that will pay off in future negotiations by convincing management that when we threaten a strike, we can actually deliver it? Those sort of calculations about using a strike. Probably most strikes are of this type. Type one strikes. In Canada most strikes, 50% of the strikes are seven or eight days or less. Most strikes in Canada tend to be fairly short. That sounds very different because we've all heard about Canada's strike record. What Canada has is not so much a large number of strikes, but we have a few very long strikes and it's those strikes that add to our time loss due to strikes statistics, which

makes us, I won't say the envy of the world, but it certainly, in terms of time loss due to strikes, is more than most countries have been, certainly one of the leaders in western industrialized countries. Anyway, back to type one strikes, as I said they tend to be the most common, they tend to be short, and they tend to be by and large fairly clean. What about type two strikes, where both sides are fighting over a principle? These are the strikes that attract publicity. They tend to be long. They tend to be drawn out. They tend to be bitter, they tend to involve hostil actions on both sides. These are the kind of strikes you very often find with first contracts, when both sides feel there's a principle involved. You get a small firm, family owned, where management feels betrayed. "These guys were our friends. We know them, we know their wives and how their kids are doing, we say hello to them when we come in to the plant every day. Why do they want a union? What's going on? Why do they want to go on strike?" At the same time you find that the union has principles that it's also concerned about. "We have a right to organize. We have

a right to bargain collectively. The law says we have a right to take collective action in support of our demands." So they've got a principle too. Now when you put the two principles together, that's the situation in which you end up with a very long, involved, bitter, drawn out, costly strike. The damage is not only to two parties involved but also outside parties. The public. That brings us finally to type three strikes. Now this is an animal about which we don't know an awful lot, but I have a hunch that they're more frequent than we think. You can think of this sort of strike as a sort of weathering the storm. When one side has a maximizing approach, and the other is concerned about a principle, then those who are maximizing tend to say to themselves, "These guys are carried away, but we're not going to be drawn into it. We'll batten down the hatches, we'll weather the storm. We'll minimize our costs, we won't engage in hostile actions, we won't try to provoke them. We'll try to minimize the damage." I have a hunch that there are a fair number of strikes of that particular type.

Hostile actions tend to be on one side. Strikes of this sort tend to be in addition, difficult to control. In other words it requires some self discipline to say, "We're going to keep maximizing and we're not going to turn it into a real scramble for principles because we've got our principles too." But I believe it's easier for management because by and large companies tend to be autocratic to maintain that type of control, than it is for unions because unions by their structure are much more democratic and much more political, and you've got leaders who have got to be concerned with what the members are thinking and how they see things, and that's why this particular dotted line. In other words, unions faced with a management that is after a principle, themselves are very tempted or find it very difficult to resist the strong pressure to move themselves to make it a fight over principles, so that you get principles over both sides. Now, a point to think about. The recent General Motors strike about which we heard so much in the media, in fact was a classic M-M type one strike. Both

sides were clearly calculating almost by the hour what the costs were on both sides, how much they thought they could get, how much damage they were doing to the other side. When those costs had accumulated predictably they found a concession point midway and they settled the strike. A classic example of a type one strike. One twist. This could in some circumstances have easily degenerated to a type two strike with respect to principles because there was an important change going on. The United States negotiations for the U.A.W. has very much changed the pattern of built in wage agreements over three years to the lump sum in the second and third year. A lump sum which is not folded in to the wage rate, a lump sum therefore which is not taken into account when you're calculating all your benefits and when you're calculating what your wage increases will be in subsequent contracts. So a very important principle involved in a very important change and in a smaller set of negotiations I would have predicted that that could have easily have led to a fight over principles. But of course with General Motors and the U.A.W. you've got two parties

for whom the costs are so enormous, plus you've got political pressure because there are all kinds of outside parties who are being effected by what goes on in their negotiations they were able to keep it an M-M strike, a type one strike and as a result it did not last too long. It ended in a predictable way and both sides found a point of concession.

break for lunch

There's a good point to emphasize that there's more than the bargaining that goes on across the table. Clearly, the personnel manager is trying to sit on the plant manager who in the real life of the film is getting carried away with the excitement, it's a hot day outside, he's really into the film by now, when we were making this thing, and well he's exagerating a bit but still getting across this notion of a very emotional response that you very often find in people who find themselves in their first strike situation. It's interesting, you've got a by play between these two that really involves some sort of

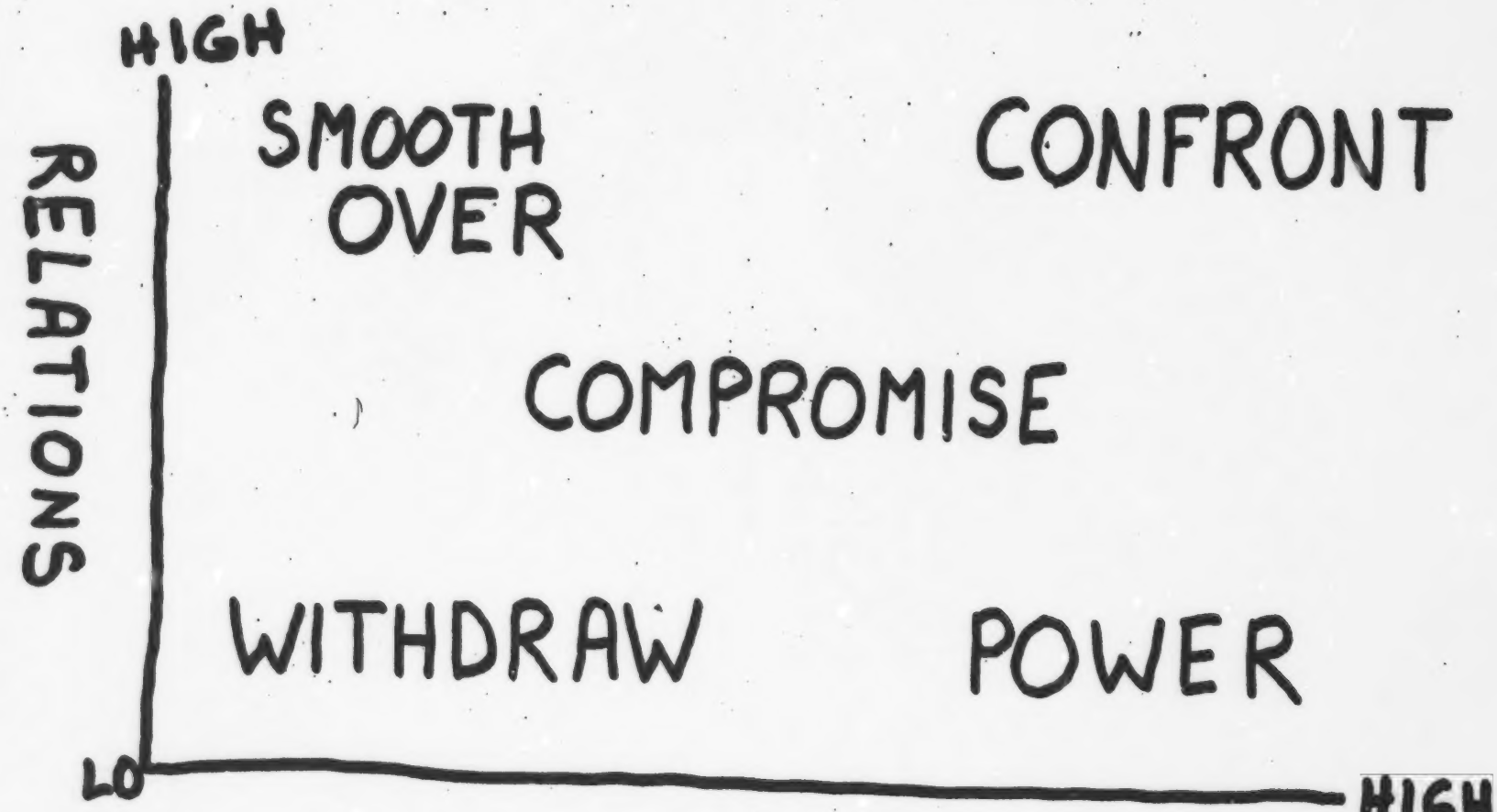
negotiation within the management side. (starts film again)

Alright, one more chapter. A point to notice is that there are pressures on both sides that are building up at about this time, on union members they've certainly got some economic pressures building up, there's some social pressure to maintain solidarity, to continue the strike so that puts another kind of pressure. Management also is facing some pressures. There's economic pressure, sales are declining and in strikes of course public opinion can be pressure, media can be a particularly strong pressure, particularly in public sector strikes. Now, what happens next? What would you dc in either of those situations? What does the situation call for? What would you do? Call for a mediator? That's a reasonable option to take, particularly when things are getting this bad. Any other options? The reason that you don't find mention of a conciliation is that they wanted to sell this in the states so we had to skirt around the whole issue of conciliation because there are lots of jurisdictions where

you don't find it. We just have to work on the assumption that it has come and gone and it was sort of an automatic kind of thing that both parties went through, but you're right. Conciliation should have ideally at least have done something to prevent it from getting to this stage. Any more questions? No? So we have the question "Is this an appropriate time to bring in a third party, a mediator?" It's clear they're not talking, it might be a time in which to bring in a third party. Things are very much in a state of flux and as you can see it's just not a happy situation. Anyway let me turn now from the question of conflict to talk about a few general ideas on how to deal with conflict. What I'm going to be talking about in the next few minutes is a way of handling group conflict that has been developed and used in many situations in the United States and which when it's applied in teaching groups how to get along, takes several full time days to do so clearly with a group this size I am not going to be able to do much of anything in that direction today. We have an exercise coming up which has two purposes. One is to get you thinking about some

of the problems of cooperation and thinking about how you feel about some of the problems that you're confronted with when you're in a cooperation situation. We'll see what we can do with that with a group as big as this, and the second purpose of the exercise coming up is to help you wake up because in about 8½ minutes most of you will be just about on the point of falling off to sleep. My wife who is in psychology tells me this is perfectly natural and human beings have really screwed up their working day because the rest of the animal world takes off from about 12:30 to 2:30 in the afternoon, they sleep or sit and socalize, things like that, then they get back to work around 3:00 and they work until about 8:00 at night. Very effective and very efficient. However there aren't many employers who will let us get away with that sort of work, although you get closer to it in countries that take siestas. At any rate, we have to fight it, so we have an exercise to wake you up in a few minutes, but until that time I'm going to talk which gives you a chance to drop off.

CONFLICT GRID



This thing I'm going to talk about is a theory by now well known, well established program of getting groups cooperating or at least dealing with conflict and they call it the Conflict Grid, it's by a couple of researchers by the name of Blake and Moulton who have an institute in Texas which spends almost all its time doing this. Let me talk a bit about what they do and let me start by giving you an example of theirs. This is a labor management negotiation sample. Bargaining had been under way in this particular case for an extended period. The outstanding issues, and there were ten of them, were regarded by both sides as insurmountable. They were not getting anywhere, total deadlock, no sign of getting a contract wrapped up. Now the management of this particular company had participated in some of these seminars on group communication, dealing with conflict and on their own they decided to use this approach with the union. Consequently management sent to the union in this real life case, this proposal. They said, "Look, we have ten issues on which we've reached a standstill. We're not getting anywhere. What we propose is

that we examine these ten problems from a fresh point of view. Our suggestion is that we form ten committees with joint union and management membership, and that each committee look at one of these problems, that each committee be given enough time to explore the roots of the problem and to formulate alternative possibilities for resolving it instead of just coming back to the central bargaining committee with a union position and a management position." This was the proposal the management sent. The union naturally was suspicious. They immediately went into caucus. They caucused for a day and a half.

They came back to management with this reply. "We accept, on one condition: that the composition of each committee be seven members, four union and three management and that each committee be allowed to select it's own chairman." This of course would give the union the majority vote in each committee. To the union's utter disbelif management accepted. The committees were set up, seven members apiece, four from the union and three from management and they began meetings.

Why did the management accept? They realized that voting as a way to resolve differences is not nearly as effective as reasoning and discussion to consensus and they had picked up some techniques in these sessions dealing with conflict and being able to do that. They were confident enough in their own skills in this sort of discussion to keep the discussion fluid and keep it open, so they accepted the union proposal. Now the tensions were fairly high as the meetings began but gradualy in each committee they were able to switch to a problem solving focus on these ten issues, and gradually as they did this and they kept talking about the issues as problems, the issues became more important and ideas became more important than whether or not a particular person had a union background or a management background. The results were that within two weeks seven of the committees were successful and the rest were successful in the third week. Every committee came forward with a unanimous recommendation for the central bargaining committee and it is recorded that as these committees reported to the central

bargaining committee, it was hard to tell if the spokesman was a union or a management representative. The result was they acted on the recommendations, all ten issues were resolved, and the new contract was signed. Now that's perhaps an extreme example, but it does show that knowing some of the techniques of communication can help a lot when you're dealing with conflict. What were the ways to deal with conflict, particularly the ways that Blake and Moulton talk about? They use this conflict grid to get the idea across. In any way of dealing with conflict you can be concerned with results, that's resolving the conflict, and your concern with results can either be low or high. Secondly you can be concerned with relationships, how well people are getting along, how they feel about one another, and that concern can be either low or high. That gives us a big grid and Blake and Moulton point to five different ways of dealing with conflict which you can put on to this grid. The first one is withdrawal. By withdrawal, that means you avoid the conflict, you even avoid contact with the other side. Now it doesn't do much for your relationships and it certainly doesn't resolve

the conflict, but it's a way that we frequently find people dealing with. Don't get in touch with the other side. Don't contact them. Firms sometimes use this technique when they have conflicts between departments. They can separate them physically, they separate them geograpically, like, we'll talk about an example where a firm picked up an entire department and sent it to the other side of the country, from Chicago to Seattle just to resolve conflict that had crept between a couple of departments of the firm. So withdrawal is one way, low with respect to relations, low with respect to results. The second way is smoothing over the conflict, deny that there really is any underlying conflict, emphasize the surface harmony, "Oh we get along O.K., we're all buddies, those things really don't matter." Smoothing it over, fight for relationships, gives you a chance to be friendly, get along, co-exist, sounds like a lot of marriages, but it doesn't resolve the issue. In other words, it doesn't get results. The third way they talk about is the use of power to handle the conflict. One side having more power suppresses it or imposes its solution, so that the other side doesn't

get a chance, or doesn't have a chance to air it or discuss it or doesn't have its interests taken into account. So it's resolved by power. If you think about it, voting is very often a technique that falls into that category. The majority in other words rules, by the majority ruling they're going to impose their particular view of how that should be resolved. It gets results, you get a resolution of the conflict alright, but it doesn't do much for relationships. The fourth way that Blake and Moulton talk about is compromise. You get through compromise working solutions. This is very often what collective bargaining is, not to be sneered at because it works. It works for a great many cases, and a great many types of issues. It gets partial solutions to problems, it gets solutions that are workable, each side makes concessions, each side does some compromising, so you pay some attention to the relationships, you win some, you lose some, and it also gets some results. But in terms of dealing with conflict, what Blake and Moulton really promote is that it be confronted. That the problems and conflict be confronted, openly

acknowledged, recognized, discussed. You recognize their emotional components to the conflict and you let that happen. You try to get to the roots of the conflict, go beyond finding just a workable solution to try to find the best solution, which means digging up those underlying issues, examining all the facts, taking time to recognize the disagreement is inevitable, it's natural, of course it is because you've got different people with different interests at heart. But they say, they teach, there are techniques by which individuals can confront conflict, deal with it and this is what they were trying to do and successfully did even though only one side knew those techniques in the union management example. So when we talk about conflict and cooperation I guess the lesson to draw from this is that conflict is a complicated thing. We have conflict over all sorts of issues and there are also all kinds of ways to attack that particular conflict ranging from total withdrawl--ignore it, hope it will go away, no solution, no benefit to the relationship-- to confronting it, dealing with it, working out what we've come to know as a win solution to our conflicts, to our problems. Now, it doesn't work in all situations, it isn't even applicable in all situations,

but it could certainly help more often than I suspect it's recognized. At any rate then those are some ways of tackling conflict, dealing with conflict according to the scheme that Blake and Moulton propose.

Alright, the time has come for our second exercise of the day. I see people are dropping off, one or two have dropped off totally, and believe me my heart is with you. I sympathize. This exercise is considerably easier than the one that we did earlier today, on the other hand it will also require some reflection and some work and some participation on your part. So this is a chance to exercise those particular concerns. Now, what I'm going to do again is divide you into groups, but this time it's a little different. This time I want the groups to be random, because we all know that people come in and they sit with their friends and this time I want you to have a chance of dealing with people who you may not know very well in this particular exercise, which means I have to find a way of randomly dividing you up and there are all kinds of ways suggested in the literature. This particular way results in

eighteen different groups. Now, if you turn to the page that says, Instructions for the Six Squares Exercise, some of you already will have run through this and for those of you who haven't, we can now see first of all how to figure out which particular group you're going to be in. What you should do is write down, or if the person next to you is too close to you, in your mind think about the year in which you were born, and I'll do my example up here. I was born in 1942. What you do then is take the last two digets of that year, add them up, so in my case 4 + 2 = 6. For some of you this will result in a number that is greater that nine, six in my case isn't but for example if you were born in 1968, 6 + 8 = 14, so what you then do is keep on adding, 1 + 4 = 5. The end result should be a number between one and nine. This is your group number. Can everybody here find his group, is there anybody who does not know his or her group number? You're not sure what year you were born? O.K. I've worked on this very hard so you would'nt have to let anyone know how old you are, so you could keep your age secret. Now, this gives us nine different

groups, one to nine, but we need eighteen different groups so what we're going to do is subdivide each one into those who were born in even years and those who were born in odd years and I would be an even, being born in 1942 others will be odd being born in 1943 or whatever. This will give you a group ranging from one-even or one-odd up to nine-even and nine-odd and if my statistics text is right the probability of distribution of when people are born should be such that we get about even numbers in all eighteen groups. But sure as shootin' we're not going to so once we get you sorted into groups I'm going to have to go around and perhaps combine some groups or spread some people around, so I'll take a minute to do that once we're in groups. We've now done step one, everybody has found his group. In step two you'll go to your location, I'll give you what those locations are in a minute. We'll be using tweleve groups in here, six groups will be out in the reception area. Each group should have at least six people. If you don't have six people, you're in trouble. The reason you need six people is because it takes six people to work

on this group task, you can't do it with five. You need six people, six or nothing. Now what I'll do to each group is give you a large envelope once you're in your location, once I know that you have enough people, and once you've decided who the six people are who are going to work on the task. I'll give you an envelope that looks like this. Inside this large envleope, are six small envelopes. Inside each small envelope are a few pieces of cardboard. The task is to assemble these pieces of cardboard so that the group ends up with six squares of equal size. This is what a typical square would look like. Here's a square made up of three separate pieces of cardboard. The pieces are spread around those six envelopes so you have to exchange pieces back and forth. So you've got six assemblers who can sit around the table, the observers can stand behind and watch as the task goes on. Each group will be finished as soon as each and every assembler has in front of him the perfect square and all squares are the same size. Now to make it really interesting, and here's where the cooperation comes in, we have a few more rules. No group member may speak or signal, and this goes for both the

assemblers and the observers. You're not allowed to talk. Button it up. This is one of those exercises that other parties loved, perfect silence. No assembler may ask another one for a piece, for a segment. You can't ask for a segment to complete your square. You can't even signal. All you can do is try to fit together your segments. You can give segments to other people, that's allowed. You can pick up a segment and hand it to someone else or you can sit and wait for somebody to hand you a segment that you need. No talking, no signaling, no asking, "Hey George, I need that piece." You can't grab it, you've got to wait to be given the piece. Now the observers can watch their own groups without saying anything, or they can go to a neighbourhood group and make sure there's no signaling or speaking so we keep everything fair for all groups. As soon as your group is finished, that is each of the six people has a square in front of him that has all those pieces, then you should signal for the timer and either Jim Coles or I will be there to note that you're finished and have a look at your squares and following that there will be

a period for you to sit down and I'm going to give you a sheet with some discussion questions on it for you to sit in your group, use your pads to discuss some of the things that happened in this exercise. How long will it take you? I have known groups that can do this in about six to ten minutes. I have known groups that have taken forty-five to fifty minutes to asssemble these squares. So there's an enormous amount of time that can possibly happen. Now I want each group, after it's finished it's squares, to take some time to think about it, to talk about it quietly among themselves, there won't be a whole lot of you, and use your pads to jot down some of the points then bring those sheets back for our general discussion after the coffee break. Once you've done your discussion, you have some points down on your pad, there should be coffee waiting for you in the space back here. Any questions? By the way, we have prizes in this one too, just so it's not a question of total frustration. O.K., I think everybody has an idea of what's going on so the first thing to do then is to provide you with locations of the groups.

O.K. I'd like you to go to your locations, I'll come around with the envelopes and make sure that the groups are big enough.

Now that we have your attention, that's a great way to get you all back in, start the soap opera. What I want to do is spend a few minutes, not a long time, but a few minutes at any rate, discussing the exercise that you did just before the coffee break, because I think it's worth looking in a little bit of depth at some of the things that happened, some of the problems in this particular exercise. Like, all these games, you can't really say that they're realistic, they aren't intended to be realistic. Who in their right mind spends time pushing around little bits of paper? What they do do however is put people and groups under pressures and then it's interesting to see how people react to those pressures, because those reactions are in many ways realistic and typical of larges sorts of group dynamics problems. Again, it's difficult with a group this size because we don't have the time to look intensively at what happened in any single, particular group. But, you've all had discussions, some of you have

have brought in, I hope all of you have brought your flip charts, with some of the conclusions that you've come to. So let's begin by discussing what it was that happened in these games. The first question is, what action was the most help to the group in completing all the squares? I'd like to hear some groups that think they've got answers to that particular question. Completion of the first square. Now that may sound facetious but in fact in this game that is a significant turning point. The completion of the first square seems to turn it around. People look, there's an example, how many pieces in that square? Three. Perhaps it's somebody who started out with two in his envelope. You all noticed of course some people had two, some had three, some had four pieces. So completing that first square is something. It's a sort of watershed. Up until then there's a lot of uncertainty about what it's supposed to look like. What else helps? Cooperation. Well, that's the answer of the day isn't it. Right. How did you get the cooperation? Let me put you on the spot. How did you get it?

You got it by exchanging the pieces. How did you figure out those exchanges? How did it work? Did you do it randomly? This sounds like cheating to me. Incidently, there is a way, I saw some people leaning over to help others, and ther is a way to help other people without actually leaning over and manipulating their squares, and that is when you've got yours completed, push your whole square over to them, which is a signal, and it's allowed, for them to push their pieces over to you, and then you could work on theirs, take it over. Somebody had told me that they had pushed their entire square over to a person who then broke it up, and started using pieces. Well that can happen. ....audience responds.... That's good. This is much the same point that you were talking about. Getting to the point where you can see what other people need. Now this is normally a phase that happens after awhile because the first thing people do is try to fit their own together, right? Does it work? No. Some people have two, others have four, so the first thing you see is, "That person's got more to play with than I have. That's not fair. This is like life, but this is still not fair." Then

you start to give away pieces that you can't use, and you sort of shove them around and then as a third stage not to give away pieces that you don't need, but to give away pieces that someone else does need. That's the big hurdle in this game, being aware of what other people need so you're passing off the segments of the square fits with their particular needs. But it takes some time to come to that particular stage. What else did people find that helped them complete the squares? ....That takes us to the second question, what hinders and how many people had this experience where somebody finished a square but it wasn't the right square. In other words if they stuck with that square, someone else wasn't going to be able to finish theirs. There are more than one way to make squares, and they don't all allow everyone else to finish. How many groups found that somebody had to break up a completed square? Quite a number. Was it hard to do? You're sitting there and you've got a square and you know that that's part of getting this game won, and you've got yours and what's the matter with these guys? Why can't they get their squares finished? It's hard. There's something that

psychologists call completion, or completeness and that's what you're trying to fight here. You have got a complete, nice, neat, simple shape. Why should you try to break it up? It's tough. You break it up because somebody else needs what you've got, but again that requires that kind of sensitivity to somebody elses needs. Again a basis for cooperation. How did observers feel when an assembler incorrectly completed his or her square and then sat back and waited for the others? How was it to be an observer and watch that happen? Frustrating. What did you want to do? Yeah, get in there and move some pieces around. It's interesting isn't it that observers almost have a different kind of perspective. In a sense, a little bit removed from the action. There's an interesting bit of social psychology underlying this that's fairly simple. It goes like this: people under stress get tunnel vision. You can't see as many options, you can't see as many possibilities, you can only see a very limited number of choices, perhaps only one, perhaps none. That's a function of any kind of stress or anxiety in all walks of life, but the interesting thing is that it certainly happens in collective bargaining because if you've been bashing heads to-

gether for the last month, two months, whatever it may be, and there's some pressure, some stress, some anxiety, "Is this going to be a strike? Are we ever going to get this settled? Are we going to be able to live with the agreement we get?" It's hard to be able to step back and see all those various options that might be the key, the solution, that gives everybody more than the kind of options that ycu have in mind. Very tough to do. Very tough to keep that kind of low stress level that allows you to see all those various options. If you wonder why some very high paid executives can justify those salaries, it's because they've developed, well other things too, but one of the things you find is that they have developed those kinds of skills. They are able to see more options than other people when they're under stress. It's important. It's difficult. How did assemblers feel when they needed a segment but no one would pass them anything? I watched this happen. You needed pieces, and there they were across the table and you just were not getting them. How did you feel? Frustrated. It's very difficult, with this case having artifical restriction that you're not allowed to talk, but

very frustrating to know, to be able to see the key but someone else doesn't see it, and isn't doing what will be best for your group. How did assemblers behavior change as the game went on? Let's talk a bit about that. We tend to see in this game some phases. People play with their own, then they give away what they don't need, and only then do they begin to look around to see what other people do need. I'm impressed with the group that planned, that actually recognized that this was going to be a requirement beforehand, and said, "Wait a minute, the best way to tackle this problem is to give everybody the maximum information. What does that consist of? That consists of knowing what pieces everybody has. So that's very efficient. You open up your envelope, spread your pieces, don't move them, keep your hands out of the way, give everybody a chance to see what's there. Only then begin playing because you've got an idea what the other options are around rather than having to wait until you really need something and then trying to see what else is there when somebody else may have already used up the piece that you

need. Planning is a nice idea. What did you learn about group cooperation? When it works you can do very well. Some groups did this very quickly, the shortest time I had was two minutes and ten seconds. The longest time was fifteen minutes and ten seconds. That's a big range. Thirteen minutes worth of difference. What else did you learn about cooperating? It's certainly essential. What makes it work? How do you get it working? You had a common goal, and that required cooperation because you can't do this without it. You have to have in this game 100% cooperation, because once one person says, "Hey, I've got my square, goodbye," and if it's the wrong square you're dead. It requires some social organization to get cooperation. That's another important aspect too. Some groups are just better at organizing than others. There's a theory about productivity or efficiency that applies to groups and it applies to organizaitons, whether it be a union or a firm, and that is that every group has a certain amount of potential based upon the people who belong to it. But what comes out is not necessarily reflective of that whole potential.

The greatest loss, call it friction if you will, comes about because of organizational problems, that is organizing that group to deliver what it is supposed to deliver in the end. Social organization. You can see why M.B.A. students spend so much time learning about organizational structure and organizational behavior. Organizing individuals collectively to produce something takes time, takes effort. A perfect example is a tug-of-war. You get two people each of whom can pull eighty pounds, put them on one rope at the end of a tug-of-war. Do they pull 160 pounds? No they don't because there's some slippage in organizing and coordinating those particular efforts. That's typical. In this case you had to coordinate the efforts of six different people, lots of slippage. You run into personalities where people are tentative about venturing out and passing things off, or people feel that once they've got their own square they don't want to have anything to do with the rest of the group. They feel uncertain about it and they'd rather just sit with their own square. To look around and see that

somebody needs a piece that you've got, and only you've got, then that takes the hard part, breaking up your own square. O.K. a valuable little exercise for looking at some aspects of cooperation. It's not often easy, it's often difficult and although this is certainly an artifical situation, it helps to illustrate some of the difficulties we run into when we try to establish cooperation. Now, we'll continue with our strike.

O.K. let's have a look at this particular segment. There are a couple of points just to highlight first, before I have a question I want to throw out. One point is that both Bart and Ray when they meet make sure that their constituencies know about that meeting and it's purpose. This often is a question that comes up in our other film on collective bargaining, where it isn't so clear that when the two meet, one from either side takes place informally, that the rest of the bargaining committee knows. In this case we made it clear that each constituency knew that somebody was going to be meeting on it's behalf. And I think that's an important point. You can

run into all kinds of difficulties, I wouldn't say that I would never recommend that meetings take place without notifying the constituencies. I can certainly think of one set of negotiations involving the Toronto Star where it was definitely better that they took place that way, but those situations tend to be, I suspect, few and far between. Now, I also notice and perhaps you have too that both Bart and Ray are aware of the need for the parties to hurt, to feel some economic pressure before this particular strike is going to be wrapped up. This of course means that they see it as a type one strike, where the important thing for both parties is the cost that you impose and they both want to keep it a type one strike rather than seeing it degenerate into a fight for principles, a sort of emotional brouhaha. Now, one question. Why don't Ray and Bart negotiate and try to settle the thing right then and there? There they are having drinks in a bar, why don't they get together and wrap it up? ...audience responds... Does anybody feel that it would be a good idea to have them settle, wrap it up, stop the cost, stop the friction, stop the hostility, right now. Wrap it up in the bar. Settle it.

I mean they've dealt with one another before, they know each other, they know their styles of operation, why not? Anybody agree with me? ...Yeah, of course I don't even agree with me. They shouldn't try to settle it then, it's not time it's not right, like all conflict it's got to be worked through and this just has not yet been worked through. They're going to have to work it through. Like other aspects of conflict, this one has got to be worked through and in a sense conflicts are like rotten apples...you've got to wait until it's ripe enough, oh forget the analogy, it's not going to work. At any rate, something's got to ripen and it would be premature for these two at this time to try to settle that dispute. It would in a sense gloss it over, you still would have underlying issues, underlying emotions that were not going to get involved in the settlement and the more that they can be involved in that settlement the more it's going to stick, the more likely it's going to be ratified and the better settlement it's going to be. Now, we are talking about communications and this meeting of these two principles is a good example of it, so this is a good time for me to talk a bit about communications as well

COMMUNICATION AIDS

NEUTRAL SITE

SYMBOLIC SITE

SEATING

ROOM SIZE

GROUP COMPOSITION

PROCESS - ALL STAGES

PROCESS - NO VOTES

TWO-WAY

and in particular, I want to suggest fairly briefly some things you can try. They won't all work all the time, some of them will work in situations that you'll never find yourselves in, but here are some thoughts about how to improve communication processes, and I'm not just talking about union-management in this case, I'm talking about any kind of communication and this includes going home and talking to your kids, or your spouse, or communication within your organization. O.K., the first thing we know is that the greater the amount of conflict, the less communication there is. Even when you provide opportunities to communicate, when the conflict is high people don't use them so you've got to be partuicularly sensitive to opportunities to communicate and channels of communication when the conflict level is high. Now, regardless of the level of conflict here are some things that help. First of all a neutral site. It helps to have a place where you can get together without that psychological advantage of bargaining on your home turf. An exception to this is when there has been a long history of fairly amicable discussions in a particular place so it now becomes the historical place for those sorts

of discussions to go on. But even there if you start to get into a conflict situation my suggestion would be to think about getting to a neutral location. Territorially bargaining in your own territory can account for an enormous amount of differences in what each side gets out of a set of negotiations and there's actually some research showing that probably one of the strongest factors when two strangers get together to bargain about some aspect, one of the things I have my classes do is go through an exercise in territorial bargaining and it works like this; you're driving down the 401 highway and you're speeding, a police car comes up and stops you. You've got a decision, do you get out of your car and go over to his, do you wait for him to get out of his car and come over to yours or do you get out and try to meet him somewhere in the middle? It's a territorial question, an interesting exercise to think about. Regularly people talk to me about situations in which they've been able to talk themselves out of getting traffic tickets, by looking at the territorial aspect. At any rate neutral territory can be very helpful for moving discussions

along, avoiding some of those mental problems we associate with bargaining on somebody else's turf. Second suggestion, a symbolic site. If you sit down and talk in a dump, what you're saying is that's how important these talks are. Dumpy. When it comes to the crunch I like to see union and management teams, when they're having problems, go to the most expensive, poshest hotel they can possibly find. That sends a message. First of all it says you'd better hurry up and settle this because it's costing you an arm and a leg paying what hotels charge these days, but it says some-else, it says, "Hey, this is important. We're not here at the Royal York for nothing. This isn't scrambled eggs. This is it." In other words sites carry some symbolic signifigance and there may come a time in your negotiations when you should look for a site that symbolically shrieks, "Hey, this is important," unfortunately it will also shriek, "hey, this is expensive," but thats how symbolism comes these days. So look for a sym-bolically important site for negotiating. Thirdly, seating. Seating patterns can do a lot because communication tends to flow by eye contact. Here's

what we know from all kinds of expirements. A person starts talking. When he comes to the end of what he wants to say, he signals to the person who is then most likely to talk. The way he does this is with eye contact. There's a certain way we look at somebody that says, "I'm just about finished talking, and I'm throwing the ball to you, it's your turn to talk next." It doesn't last very long, but it's eye contact. Eye contact itself depends on where people are sitting, because it turns out that it's always easier to look at the person directly opposite you. Which means if you get union on one side and management on the other that's a ping pong match, now management talks, now union talks, which is why I like to see particularly where you're trying to get some cooperative discussions going, groups broken up so you don't have one group on one side and one on the other, so the conversation has a chance to bounce around. As a matter of fact I don't even like to see sides, I like to see round tables, as a matter of fact I like to see round tables and then throw away the table because a table says, "hey, this is business," and sometimes it's important to make it seem as if it's not quite so

much business, but more conversation, exploring the issues. I'll get to something relevent to this in a minute but very often we do things in the wrong order and getting rid of the table can give you a chance to dig deeper into the underlying issues and dig out possible points of agreement that are going to give you a better, more co-operative solution in the end. So think about spreading people around, about getting rid of the table. Room size. This is fascinating. Who would have thought of room size being a factor. There's some research that shows that men tend to be more cooperative in large rooms, and more competitive in small rooms. God knows, I have used this when we professors bargain with the administration at the University of Toronto, I move them into the largest damn room I can find. Why this happens I'm not quite sure, but the research shows that it's there. What's really interesting however is that the opposite holds for women. Women tend to be more cooperative in small rooms and more competitive in large rooms. This makes it even more difficult to explain. It also makes it tough if you've got a mixed bargaining team. But I throw that out as an option, rooms that are crowded will

tend to produce more conflict, more stress, more tension, more hostility, less cooperation. Rooms that are big and spacious seem to lead to efforts to get together on things, somehow it lends a slightly different tone. So room size is something you might give some thought to the next time you're setting up some kind of discussion. Group composition. What we just talked about with respect to the two principles is an example here. What you want if you're trying to get a cooperative is to get as many people involved in reaching that consensus as possible. Particularly your opinion leaders, your important people, rather than try to sell them on something afterwords it's a lot easier to get them involved in the discussions that you're holding at that time. Sure it'll take more time. We know that discussions and meetings will always take longer the more people who are there, the more talking there's going to be, the more time it's going to take, just as we know that the first item on the agenda, no matter what it is, is going to be the item that everybody spends more time talking about, human nature, that's the way groups work. But you're looking for a way to involve people in a cooperative agreement, you want to get them working together, solving problems,

getting some solutions, and in this case I think it's important to look at group composition. You don't want just spokesmen, you want the people who matter, the people who in fact may be able to throw in ideas and contribute more, whom you can draw on for new solutions or new ways of looking at things, or who may just have facts that are important if you consider when it comes time to hammer out just what the settlement's going to be. So the group composition is something else to think about, an important element of getting groups together and communicating, and taking care of conflict. Process stages. Once again research has shown us that most discussion groups go through three stages. The first one is defining the problem, the second one is suggestions for solving the problem, the third one is an evaluation of those suggestions. Sometimes they get mixed up but by and large you can sort things out this way, and the major problem with more discussion groups, more important than any other problem, is that they forget about stage one. They forget about the stage of defining the problem. Once again it seems to be a human tendency to jump right into suggesting solutions. Meetings will open, "Alright,

we've got a problem with the plant up in Ajax. What are we going to do about the turn over rate?" That's how the meeting gets defined and that may be the only thing that's said about defining the problem, but now come the options, "Well maybe we should think of an incentive scheme, or bonuses or maybe we should paint the walls blue or give them car fare..." whatever, but you start to get people offering solutions too early, and when we train people in group dynamics one of the things we train them to do is to make sure your group spends a lot of time talking about what the problem is before anybody starts making suggestions about how to settle it. So think about the stages of group process, make sure that enough time is spent talking about the nature of the problem, what is the animal that you're dealing with because the more time you spend with that, the more likely you are to draw on some facets of that problem that are going to give you the solution. That's important. Make sure you go through all the stages. And a second one, God knows appears in all the practioners magazines so I don't have to spend a lot of time, is the evaluation stage. Give people

a chance to brainstorm, to come out with ideas without somebody saying, "That won't work, naw it won't work because of this or that." This takes someone who can act as a fairly strong chairman and say, "Well now wait a minute, let him speak," so you don't get what is sometimes referred to as "group think". You can get all the ideas out, all the innovative, screwy, screwball, unworkable things, but they may trigger the next person to think about something that not only is going to work but is going to be a dynamite solution. Give them a chance to get those suggestions out without evaluation and then when you've got it all laid out and you feel that that stage is gone through, that's the time to start sorting through them and figuring out what you can actually do for the problem. The second part of the process is one that I referred to earlier today and that is "no votes". Votes are crippling. I have a lovely exercise I give to my classes in which they have some decision making to do and I do it right at the beginning of the year when they don't know one another, and I break them up into groups that don't know one another and the groups that do badly in these exercises are the ones that vote. Why? Because

is a way of avoiding the problem. If person one thinks the solution is such and such and another person thinks it should be something else, how do they resolve it? Nine times out of ten they'll vote. These are college students, democracy, voting is a good thing, we're raised to vote, everything we see happening in politics is voting. Well voting has it's place, but in group discussion when you're trying to come up with good solutions to problems, it's crippling. It gets in the way. It hinders the kind of communication you need to get good solutions. Try to avoid votes. Finally, keeping it two way. This is slightly off track from the others, but very often administrators, I'm talking here about union administrators as well as management adminsitrators think that sending out a news letter is communicating. Communicating is a two way street. Now I'm not saying that newsletters are useless because they're not. Sometimes it's important to imform and sometimes it's important to convince, but don't mistake it with communicating with members of your organization, whether it's a union or a firm. Communicating, real communicating is two ways and even this notion

of leaving open your office door, we hear this in management school, open door policies--come and see me any time. Well what's the problem? The problem there is territoriality for one thing. Who wants to walk into this guys office and tread on his expensive carpet? Not many of us. What do we know about Japanese management? Well we know for one thing they don't stick around their offices. They get out and spend a lot of time on the plant floor and the reason they can do that by the way, just as a sort of foot note, is because they don't get promoted at nearly the rate that North American management does. Not at all. They know they're going to be in that job for a long time which gives them time to do these kinds of things which tend to pay off in terms of better management. Anyway, enough of that. Two way is communication, one way is P.R. Let's go back to part five. ...audience questions.... Yeah, good question. The question is what happens if both apples don't ripen at the same time? You have the union apple ripening and management is still green on the vine, in other words the union is hurting, or one of the parties is hurting and the other is not. Well that's the old bargaining exercise basically, and you'll get your resolution

of agreement because one side is going to say, "O.K. that's it, we give in. We've taken as much as we can, let's go for the best settlement we can get in these circumstances because we just can't take the losses anymore." Now if you think about the conflict grid that I talked about, you're getting into that situation. Remember when I had power down in this corner, that's what you've got. You're settling it by power. Is it the best way? No. If you have both sides coming towards the ready to talk stage, we're really talking about a couple of different things, one is standard union management and the other is communicating as problem solver. In this case neither side was hurting enough so neither side was ripe enough to get a settlement, but if you could get both ripening together in any kind of conflict, you'll have more chance of bringing out that communication that'll give you good confronting kinds of communication. O.K. we have one final segment here, and let's start that.

I thought this might be a good time to interrupt this right in the middle, and just talk about how mediation works. How many people here have actually

been in mediation? A fair number, more than I thought. This won't be wasted anyway. How does mediation work? Well mediators work in a variety of ways but generally you can put them all together in terms of the stages they go through and things that you can expect and perhaps you might want to think about the techniques I mentioned and how many you're going to see with Martin the Mediator in the remaining part of this film. The first step for a mediator is ususally to bleed off the emotions, to relieve the intangibles, to diffuse them, to be the lightning rod, so most mediators will initially at least, just listen, this is after they've gotten the parties together and taken care of some technicalities. He'll listen to the bitching and the griping and the moaning about all these sons of bitches on the other side of the table are doing this and doing that, and give each team a chance to get that off their chest. That's usually phase one of mediation, because inevitably there are emotions involved in bargaining. The second phase is to set himself up as a communication channel and here's where trust and faith in the mediator really matter. First

of all he'll clean up the communication, and usually the easiest way to do this is to separate the two parties and carry information and messages back and forth. This way he can carry a message like, "We'll offer you 5¢ more an hour," instead of, "We'll offer you 5¢ more an hour you dumb son of a bitch," which is a different kind of message to carry. One of the important things about a mediator, he cleans up the communication channel. He also looks for misunderstandings. Does each side really understand what the other is offering. Sometimes, particularly with technical language, you can run into problems where they've misperceived either what's stated or what's implied in various kinds of contract wording so a good mediator will make sure that both sides are on the same wavelength, at least as far as understanding what the other side is saying is concerned. Also as part of the communicating, he does an important thing and that is to take away the risk of making offers. Mediators, and this is the classic thing mediators can do, is they can explore tentative ideas with side A and then if side A says yes, we can do that, he can take it and explore with side B without side A having actually committed

itself to anything. That's an important advantage because if they were talking face to face, that opening would first of all be seen as a sign of weakness, and secondly seen as a sign of having changed position. But a mediator can avoid those kind of problems and make it a lot easier for the sides to explore without that problem of trust and over commitment, so he also does that as part of being a communicating channel without having parties commit themselves. Stage number three, a good mediator brings expertise. He starts to suggest new ways of looking at the problem, new combinations, new packages, end loading, fancy things and if he's really good he'll come up with stuff that nobody has heard of before but will get a solution because it takes care of the major concerns of each side in this particular dispute. So a good mediator is one who knows the field, knows the industry, knows the parties and can bring this expertise to bear. Good mediators are more than just people who know how to handle communications, they know something about the parties that they're dealing with and that's why you get some mediators in demand time after time, because the parties know that not only can they trust them to do this communications bit, but they can trust

them to know enough about the industry, to know enough about the problems in that industry so they could suggest new ways of packaging things, new ways of looking at problems, perhaps new solutions. Remember I talked about stress leading to tunnel vision, this is where this expertise comes in. When your parties have got tunnel vision, and they can't see the forest for the trees because they're stuck with only two positions in mind, theirs and the other side's, that's where a mediator who isn't under so much stress, or at least has the expertise not to be under stress is able to see other kinds of options, so it fits into that stress tunnel vision relationship. The fourth stage is the mediator starting to bargain himself with each side. This is a little strange but it happens. It happens several ways. Mediators can say for example, "Look if you'll drop issue X, I'll see what I can get you on issue Y." That's bargaining. In other words, he's suggesting he might be able to do something for you if you do something for him. Then he goes back to the other side and says, "Look if you do something on issue A, I think I can get you something on issue B." That's bargaining. Henry Kissinger had an interesting way of mediating.

Not only was he able to bargain on this basis, but when he went to talk to Israel and Egypt, he was able to take along lots of resources, so Isreal didn't have to talk to Egypt and vice versa. He could say to one, "Look, if you give up on this we'll give you 47 fighter aircraft, and if you give this concession to the other side we'll give you a submarine, a plane," whatever it might be, and he came with all these goodies in his back pocket and in fact it was Henry Kissinger negotiating with party X and Henry Kissinger negotiating with party Y, rather than party X and party Y negotiating with one another. Now you never find this in labor relations where the mediator has goodies to give away, but he does have something he uses and this brings us to the fifth stage and that's the power stage of mediating. That's where he brings power, he brings pressure to bear. It may not be the kind of economic power that Henry Kissinger used when he mediated, but for example he may remind the parties of their costs, "Hey, just let me remind you that this strike is costing your members, strike is costing you sales, productivity." He may use his own prestige and

authority, "It's my opinion that you should be settling around the such and such range." That's a mediator talking from the point of view of somebody with some prestige and clout. Fact finding is a way to formalize that, he says, "I think you should settle at this or that because if you don't I'm going to tell the world, and then we'll get the public angry at you." That's an attempt to give power to the third party. In terms of costs mediators are also well known for an action which leads them to be very often thought of as not quite above board or suspicious, and that is that they very often exaggerate costs. So when they talk to one side about the other side, they may say things like, "Hey look, you know they aren't hurting as badly as you think they are. They're ready to take this strike for another month, five or six weeks. You'd better think hard about your membership." It may not be true. Mediators, God forbid, have been known to distort the truth. There's a lovely joke about mediators. This mediator fell in love with a show girl, but being suspicious himself he hired a detective agency to check her out. The report came back from the detective agency, "This woman has excellent reputation. Her past is without a blemish. She has

many friends of good social stan ing, and the only hint of scandal we can find is that recently she has been associating with a mediator." So they do apply pressure. After a mediation session, one person from one side said to the other, "Hey, I'm glad you saw the light," and the other guy says, "Hey, I didn't see the light, I felt the heat." O.K., let's see what happens in the film.

O.K. I've got a couple of things to say while this is wrapping up. First of all you have in your kits questionaires and I know the labor-management council is interested in getting your responses to those questionaires so they can best plan what kinds of activities to do for you in future years. Secondly, we've got some prizes to award as a result of our six squares exercise and once again it's a very exciting and useful prize, beer tickets for members of group 5-O who came first. Let's have a hand for 5-O. Group 7-O and group 1-E who came third. Finally there was one group that had a lot of trouble and came last, I won't identify them by calling their letters, but I have something for them, one chocolate bar. Alright that wraps

it up. I said today when I started talking, that I wanted to give you something to think about and something to try and if you can take those kinds of things home from this session, then I think it will have then been a successful day. I want to thank you all very much for the time, the effort and the contributions you've made to today's session.

AFTER DINNER SPEECH

HONOURABLE BILL McKNIGHT, Federal Minister of Labour

Ladies and Gentlemen, Distinguised Guests:

As you say down here, I am "From-Away". But my native Saskatchewan and your beloved Island have very much in common.

I was born, raised and educated in a rural area. My farm is there; my roots are there.

My background has convinced me that human relations should laways be conducted with compassion and reasonableness. I apply the same philosophy to Labour-Management Relations which are, in essence, simply a specialized category of human relations and which are the principal concern of your organization.

I am particularly interested in your conference because of the unique and important role of your Labour-Management Relations Council. This Eighteenth conference is a tribute to the individuls who comprise the Council's membership and to their recognition that joint efforts are essential to stable Labour-Management Relations -- and to good Human Relations.

I also understand that your Council is possibly the only such Province-wide independent organization in Canada -- again, a tribute to its membership. I can't refrain from noting here a very little known fact that reflects well on all of Prince Edward Island and on individual Islanders.

You may recall Cyrus Ching, one of the most eminent mediators of the United States. Back in 1947, he became the first Director of the United States Federal Mediation and Conciliation Service. Why am I mentioning this? Simply because Cyris Ching was a native son of Prince Edward Island. The subject of conciliation I will return to in a moment.

A short while ago, the people of Canada elected, with one of the strongest mandates in Canada's history, a new national government to meet the challenges of the 1980s and beyond. I am extremely proud to be part of this government. As the Prime Minister has cleary noted, we intend to forge new relationships through a concerted process of reconciliation and, above all, openness. As Federal Minister of Labour, I intend to work wholehartedly in this spirit.

The next few months wll see new steps designed to help us in the process of building a national concensus. One of the most important forums for discussion will be the National Economic Summit, at which I expect the views of Labour to be well represented.

Change, not only in the work environment, but also changes in attitudes, both individual and collective, would seem to be very much needed if we are to successfully meet the challenges of the '80s.

In particular, Government intervention in the collective bargaining process is a matter of concern to me. Governments have been intervening, perhaps too often, to terminate labour disputes and impose settlements by Ad Hoc legislation. They have, of course, felt obliged to act in these cases, but what has been overlooked in this process is the long-term effect on the Labour Relations system and the role it is meant to play.

As we know, that system is our principal method of determining the distribution of income -- that is, wages and working conditions. It is a democratic method designed to serve the common good. The threat of economic sanctions makes it work. Without that threat, the whole system would have to be redesigned.

I think, therefore, it is imperative that the parties involved in, or affected by the Labour Relations process develop better common understanding on how to make that process work for the greater benefit of all concerned. Among other things, I think all parties involved in the bargaining process should do all they can to mimimize the need for government intervention in labour disputes. Reduced intervention would demand a high level of responsibility, reasonableness and intergrity on the part of both labour and management. Without these important ingredients -- and the will to come to an agreement-- the process breaks down, and government may have no option but to intervene in the public interest.

Implicitly, the parties have passed on their responsibilities for the Government to shoulder -- which is clearly not the way it should be.

I should aslo note that there is a positive role for Government in the process, beyond merely establishing the legislative framework for collective bargaining, by providing capable personnel to act as conciliators and mediators.

I am especially fortunate, as Federal Minister of Labour, to have available a key group of officers to perform this role. Located in field offices across the country, these 25 specialists not only apply the statutory conciliation procedures but also involve themselve in preventive mediation exercises with the parties aimed at resolving problems before they create conflict at the bargaining table. The federal mediation and conciliation service, and its head, Bill Kelly, enjoy a deservedly high reputation in the field of dispute resolution.

As you may know, the jurisdiction covered by my portfolio is not numerically large -- only some 600,000 workers are covered by the Canada Labour Code. However, in terms of influence, these workers are employed in key industries of national importance -- transportation, communications, banking, longshoring, for example. A work stoppage in any of these industries brings immediate pressure on the Government to "do something". I am sure provincial legislators have been subject to the same experience.

However, as I have indicated, I do not view the legislative approach to collective bargaining as a positive development in the evolution of our industrial relations system, and I have no wish to see Parliament become a Labour Court.

However, I want to point out that Canada's strike record is not as black as it has sometimes been painted; over 95 percent of all collective agreements are reached without work stoppage. It seems to be some kind of Canadian tradition that, although the strike sanction is not used lightly, when a strike is actually called the duration tends to be longer than in other countries -- an average of 16 days per strike. With a large bargaining unit such as is found in the railways or the Post Office it does not take long for the numbers to mount up. But it is important to note that there is a far greater degree of co-operation between labour and management, on an on-going basis, than might be concluded from the raw statistics.

It is this co-operative attitude -- which gives priority to co-operation instead of confrontation -- that I plan to promote. In my opinion, Government needs to build a new accord with its partners, labour and business; it needs to build new bridges to enhance the process of communication and consultation. Indeed, I view this as one of my top priorities as Minister of Labour and, as I have said, I intend to devote all my energies to forging a new relationship with the principal economic partners.